A Sport Plan for New Brunswick

One Day....

Presented to the
Department of Wellness, Culture and Sport; and
Sport New Brunswick

Prepared by Colin Higgs Consulting, September 2008

New Brunswick Sport Plan

Executive Summary

This plan calls for an increased investment in sport, better use of existing resources and the need for greater levels of cooperation and collaboration within the New Brunswick sport system. The plan specifically recommends further enhancing the annual government investment in sport operational activities to the level of the daily government investment in the health care system. The target investment to sport organizations is $6.0 million per year by 2011.

Major personal, social and economic benefits of sport investment are presented, along with current best estimates of the return on investment from governmental spending on sport; which range upward from an approximately $3.00 return for every $1.00 invested.

Following a review of Canadian and international documents related to sport plans, consultations were undertaken with selected members of the New Brunswick sport community, and with citizens in all regions of the Province. Consultations were held in both official languages.

Once the document review and consultations had been completed, a plan was drafted. It was then reviewed by the Steering Committee of Sport New Brunswick, the Department of Wellness, Culture and Sport, the Centre for Coaching Education and the Canadian Sport Centre Atlantic. The Committee also received input from Recreation NB.

The plan has four pillars:

Enhanced Participation: More New Brunswickers engaged in sport for health and social benefits.

Enhanced Excellence: Better results from more New Brunswick athletes, coaches, and officials.

Enhanced Capacity: Better human resources and sport facilities.

Enhanced Interaction: Better collaboration, more partnerships and more joint ventures.

For each pillar, goals and specific sub-goals are articulated, along with broad strategic approaches to meeting those goals, specific action required to achieve the goals, and suggested lead agencies to initiate progress.

The appendices provide significantly greater detail concerning:

Appendix A: Return on investment in sport (details)

Appendix B: Details of the dates and locations of public consultations

Appendix C: A description of those segments of the population that are under-represented in sport participation

Introduction

New Brunswick has a proud sporting history dating back to the exploits of light heavyweight boxing champion Yvon Durelle, and, more recently, Olympic medal winner Russ Howard, and Paralympic medal winner Dave Durepos.

New Brunswick's sporting future, however, is in doubt.

During public consultations, and expert meetings, those most knowledgeable about sport in the Province lamented New Brunswick's deteriorating performance at Canada Games, the out-migration of promising athletes, and the sense that, in sport, the Province is falling further and further behind its provincial counterparts. These concerns, coupled with increasing sport participation costs, declining volunteerism (also noted in the Bradshaw Volunteer Sector report), and a sport and recreation infrastructure deficit have contributed to high levels of physical inactivity and one of the worst ranked provincial incidence of obesity in a country where obesity is increasing rapidly in all provinces and territories (Statistics Canada, 2004).

The current picture is not good.

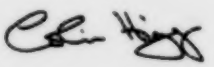
And yet there is hope, and an expectation that things can be turned around; that New Brunswick can regain its rightful place in Canadian sport, and that the debilitating impacts of inactivity and obesity can be slowed or reversed. However, this will not happen without substantial new investment, and without the concerted efforts of everyone involved in sport working together in harmony to achieve common goals.

The time has passed when organizations working in isolation can each command the facilities and human resources to meet the sporting needs and aspirations of the citizens of New Brunswick. In an age of partnerships and collaboration, organizations within and outside sport must find ways to build on each other's strengths, support each other's weaknesses, and work together to fill identified gaps.

In addition to doing things better, creating necessary change will require substantial additional funding. In 2007-2008 the Province of New Brunswick spent more than $2500.00 per person on health care, and just over $5.50 per person, or less than **one quarter of one percent** of this amount on sport. This, despite the strong and consistent evidence that sport participation can have a dramatic impact on the reduction of health care costs, on improving quality of life, and on integrating all citizens, including those who are disadvantaged or new, into their communities.

New Brunswick does invest in sport, but to reap the full benefits that sport can provide, the Province will require additional funding. The question is, "How much?". A conservative estimate is that great improvements would be achieved if the Province would spend in one year on sport, what it spends in ONE DAY in the health care system.

So - Allocate sport ONE day!



Consultant
February 28, 2008

Michael Tjepkema. (2004). Measured Obesity. Adult obesity in Canada: Measured height and weight. Statistics Canada Catalogue no. 82-620-MWE2005001. Statistics Canada, Ottawa.

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Section 1:
Background and Framework

The New Brunswick Sport Plan

Sport plays a central role in the physical and mental development of young people, and in the maintenance of physical, mental and social health for all citizens; and, for those reasons, all levels of government, informed citizens, and health and social agencies are seeing sport in a new light. Sport's importance is being recognized, and momentum is building in the use of sport to achieve broader governmental and societal goals.

Sport Plan Development

The New Brunswick Sport Plan was developed in collaboration with a Steering Committee co-chaired by the Department of Wellness, Culture and Sport; and Sport New Brunswick; with representation from the Centre for Coaching Education and the Canadian Sport Centre Atlantic. The Committee also received significant input from Recreation New Brunswick.

Important steps in the creation of the Sport Plan were:

1. *The Steering Committee contracted a consultant to develop the plan.*
2. *The consultant reviewed sport related government and non-governmental documents to extract relevant trends and themes, and used that information in the creation of a process to be used at a provincial "brainstorming" session.*
3. *A "brainstorming" session was held with 30 knowledgeable sport and recreation personnel from around the Province. The meeting was held in Fredericton in late November 2007, and during that meeting the strengths and weaknesses of the New Brunswick sport system were catalogued. In addition, external threats to sport, and opportunities for the expansion and improvement of sport were examined. Ideas for the improvement of sport in the Province were collected, and preliminary goals for sport were articulated along with a preliminary vision.*
4. *The information from the brainstorming session was captured in a Consultation Document subsequently used at 12 public consultations held, in both official languages, at a number of locations around the province[1].*
5. *A draft Sport Plan was written based on: expert analysis of sport related government and non-governmental documents, and input from the brainstorming session and public consultations (including web-based feedback).*
6. *The draft Sport Plan for New Brunswick was presented to the Steering Committee and then finalized.*

[1] See Appendix B for details of public consultations

The Benefits of Sport

The intrinsic value of sport participation has long been recognized and the citizens of New Brunswick reported that benefits accrue to the individual, to the local community in which sport takes place, and to the Province as a whole. Table 1, below, shows the benefits identified.

Table 1: The Benefits of Good Sport Programs

Benefits to the Individual

Health and wellness

- Active body, healthy mind.
- Feeling of wellbeing.
- Fitness, vitality.
- Stress reduction.
- Increased self-esteem.
- Remain independent later in life.

Personal accomplishments

- Personal growth and development.
- Leadership development.
- Improved educational performance, and greater chance of graduating.
- Well rounded/holistic individual.
- Sportsmanship, learning to win and lose.
- Develop life skills, time management and goal setting.
- Ethics, respect, and learning to live by rules.

Social inclusion

- Larger social network.
- Personal development through volunteerism.
- Inclusion/integration.
- Have fun.
- Strengthen families.

Acquire physical literacy

- Ability to take part in health enhancing physical activity.

Benefits to the Community

Pride in Community

- Community development/community rallying point.
- Improved quality of life: Active healthy communities.
- Greater social inclusion, sense of identity/ belonging.

Economic benefits

- Infrastructure development, economic activity/business benefits.
- Sport tourism, events, tournaments, and team travel.
- Increased productivity, reduced absenteeism.

Stronger communities

- Increased community involvement.
- Reduced anti-social behaviour.
- Less crime, vandalism, drug and tobacco use.

Reduced environmental impact

- Environmentally friendly transportation (walking/cycling etc.).

Benefits to the Province

Healthier people

- More active population.
- Reduced health care costs.
- Reduced teen pregnancy.
- Improved mental health.
- Reduced reliance on medication.

Improved quality of life

- Social integration.
- Pride of achievement.
- Integration of diverse communities.
- Highlight positive New Brunswick role models.
- Immigrant integration.
- Used properly it can be the bridge between languages /communities.

Economic spin off

- Reduced health care costs.
- Attract business to the Province.
- Reduced justice costs.
- Job creation.
- Sport tourism.

Self-sufficiency

- Keep more athletes (particularly university students) in the Province.
- Retain high performance athletes and coaches in the Province.
- Reduce out-migration.
- Increased focus on New Brunswick as a place to live and work.
- Attract and retain new residents in the Province.

The Economic value of Sport

In addition to the intrinsic benefits of sport participation, sport has a major economic value to the Province. The Conference Board of Canada (2004) has calculated that sport and recreation represents approximately 2.18% of household spending in Canada, and accounts for 2.2% of all employment.

This suggests that, in New Brunswick with a population of 751,000, sport generates close to $340 million dollars of economic activity annually.

In addition, within New Brunswick, Municipal spending on Recreation and Culture was $65 million in 2007, and Provincial Sport Organizations alone directly spend over $8 million per year and support close to 60 full-time position equivalents.

Investing in sport

Money directly invested in sport generates a return on investment unmatched by virtually any other expenditure made by governments. Based on the best currently available research, a government investment of $1.00 in sport, returns average savings of over $3.00 with savings as high as $41.00 when investments create interventions in high-risk groups. These savings occur in a number of areas, and Table 2 shows the current best estimates of return on investment in a number of areas including health, social inclusion, and crime reduction.

Area of Sport Spending	Strength of Evidence	Saving per $1.00 invested
Health (Physical)	Strong	$1.75-$3.75
Health (Mental)	Strong	$1.75-$3.75
Personal growth	Strong	$2.90 - $6.20
Community economic development	Moderately strong	Not well quantified
Community regeneration	Emerging evidence	$3.00 plus
Community safety	Moderate	$3.00 to $41.00**
Environmental improvement	Emerging evidence	$1.65-$13.40
Social inclusion	Moderate	Not well quantified

* See Appendix A for complete list of references

** When cost of incarceration is included

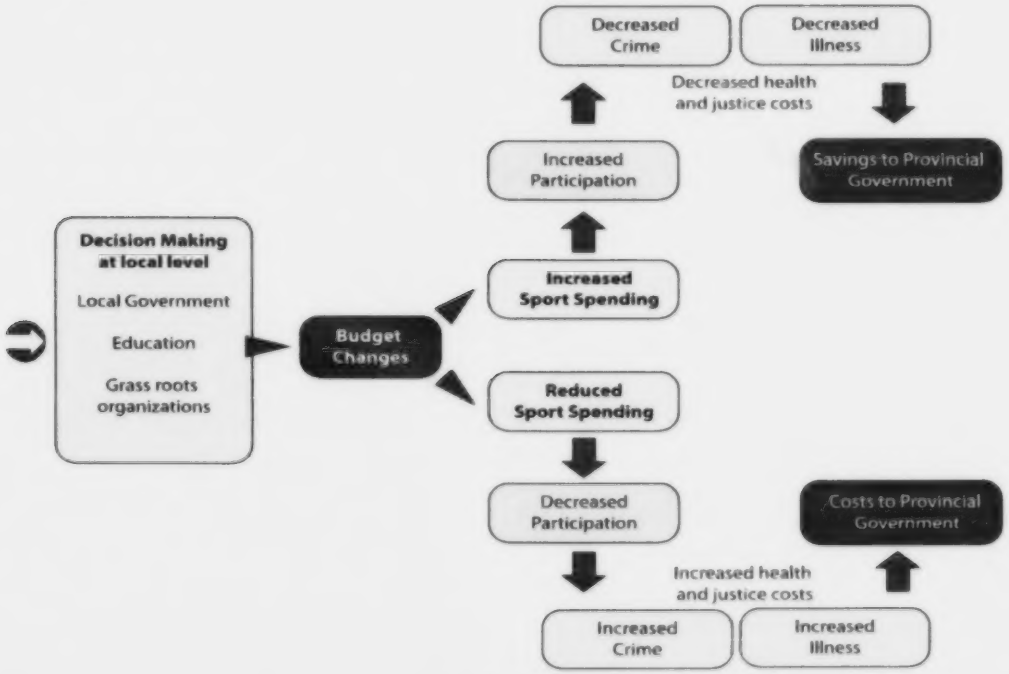
However, realizing the full economic value from sport will require innovative thinking, and potential re-structuring of funding programs. This is because the current model of expenditures for, and savings from, sport is unbalanced.

When municipalities or school boards invest in sport by building new facilities, adding programs, making programs more affordable, or reducing rental fees; sport participation increases. This has many long-term benefits such as improved population health, reduced crime, and savings to the provincial Health and Justice systems. Conversely when programs and opportunities to participate in sport are reduced at the local level, costs borne by the Provincial Government increase. This issue is known as cost-benefit imbalance.

The consequence of this spending-saving imbalance is that decisions made by local groups are felt at the Provincial level. The Provincial government should seek innovative ways to invest in sport opportunities in order to save itself money. This suggests the need for Provincial-Municipal cost sharing of sport and recreation programs to a much larger degree than is currently the case.

The impact on Provincial costs from changed investment in sport at the local level is shown in Figure 1.

Figure 1: The impact on Provincial costs of increasing or decreasing sport opportunities at the local level.



Framework for the Sport Plan

The New Brunswick Sport Plan was developed within a framework that drew heavily on two major external documents:

Canadian Sport Policy

Long-term Athlete Development - Canadian Sport for Life

Canadian Sport Policy

The Canadian Sport Policy, developed in 2002 and agreed to by all Canadian Federal-Provincial/Territorial governments, is based on four major goals:

Enhanced excellence

Enhanced participation

Enhanced capacity

Enhanced interaction

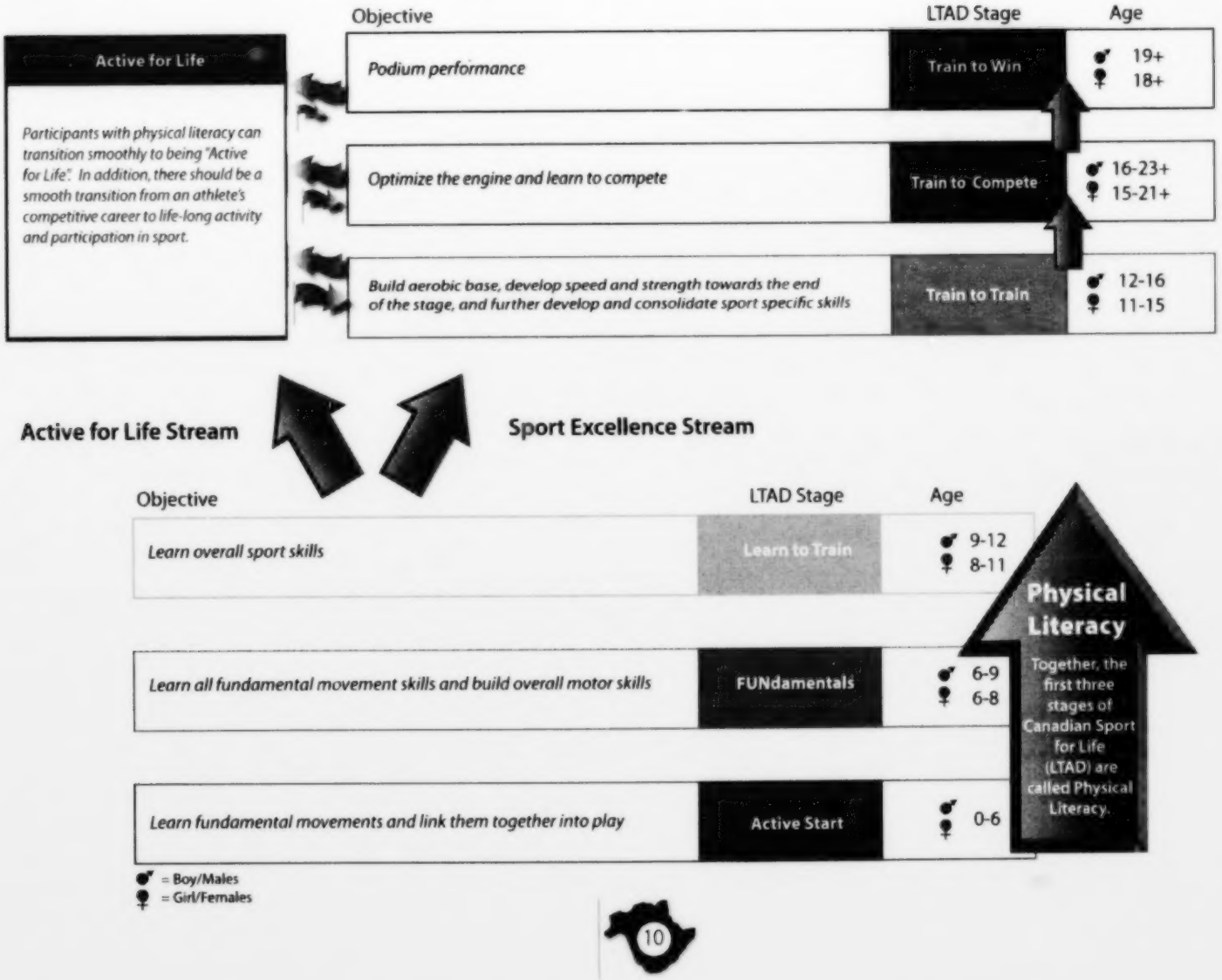
Long-term Athlete Development

Canadian Sport for Life is Canada's long-term athlete/participant development framework. This framework has been endorsed by the Federal and all Provincial/Territorial governments. More than 50 National Sport Organizations and their Provincial affiliates are adapting the generic model to their sport specific needs.

Canadian Sport for Life recognizes the importance of sport activities and programs being child/participant centred and developmentally appropriate. Based on this, seven stages of long-term athlete/participant development are recognized, and are shown and described in Figure 2 (following page).

The New Brunswick Sport Plan is therefore designed to deliver on each of the four major goals of the **Canadian Sport Policy** at each of the stages of **Canadian Sport for Life**.

Figure 2: Stages in Canadian Sport for Life: Long-term Athlete Development


Objective
LTAD Stage
Age
Active for Life
Participants with physical literacy can transition smoothly to being "Active for Life". In addition, there should be a smooth transition from an athlete's competitive career to life-long activity and participation in sport.
Podium performance
Train to Win
19+
18+
Optimize the engine and learn to compete
Train to Compete
16-23+
15-21+
Build aerobic base, develop speed and strength towards the end of the stage, and further develop and consolidate sport specific skills
Train to Train
12-16
11-15
Active for Life Stream
Sport Excellence Stream
Objective
LTAD Stage
Age
Learn overall sport skills
Learn to Train
9-12
8-11
Learn all fundamental movement skills and build overall motor skills
FUNdamentals
6-9
6-8
Learn fundamental movements and link them together into play
Active Start
0-6
Physical Literacy
Together, the first three stages of Canadian Sport for Life (LTAD) are called Physical Literacy.
= Boy/Males
= Girl/Females

Section 2:
The New Brunswick Sport Plan

The Vision for Sport

Vision

A strong and vibrant sporting province where all New Brunswickers can enjoy a variety of sports at a range of levels from the community to high performance.

Guiding Principles

Sport is welcoming, inclusive and accessible to all.

Sport creates an environment in which the physical, emotional, and psychological safety of participants is the highest priority.

Sport values the contributions of both professionals and volunteers engaged in all aspects of the delivery of sport.

In the delivery of sport there is long-term collaboration and cooperation between key stakeholders; roles, responsibilities are known, and resources are shared.

Our future

Sport is recognized as a fundamental building block of individual health, and communities use it to enhance physical health, mental health, and social inclusion.

Greater numbers of New Brunswick citizens of all ages will have an enhanced quality of life through their life-long engagement in quality sport opportunities at all levels.

Sport is valued by decision makers and community leaders for the positive contribution it makes to the life and health of the Province.

There is guaranteed funding dedicated to sport.

There is an expectation of excellence in sport, and a commitment to excellence in all we do.

Long-term Athlete Development principles are understood and implemented by sport organizations, clubs and community groups, as part of their strategic sport development plans.

There is an integrated sport system in which everyone works well together for efficiency and effectiveness, and to make sport participation a positive experience for all involved.

Equitable sporting opportunities are available in all parts of the Province.

The economic benefits of sport to the Province are maximized, including the benefits of sport tourism.

A vibrant, qualified, and dedicated base of coaches, officials and sport volunteers nurture and grow the New Brunswick sport system.

There are more professional coaches working in the Province, and there is increasing professionalism in sport delivery supported by post-secondary opportunities for education and training.

More high performance athletes are developed in the Province and more will stay to train and compete; leading to increasing national and international sporting success that generates pride in New Brunswick and breeds confidence in New Brunswick athletes and coaches.

Parents are educated about the value of sport for their children, and demonstrate an appropriate level of engagement in their child's sporting activities.

By age 12 every child will be physically literate, and have the skills, knowledge and attitude to engage in sport for healthy enjoyment or to reach the highest level of performance consistent with his or her aptitude, effort, and desires.

The Department of Education, in partnership with the Department of Wellness, Culture and Sport has built on past successes to develop healthy active schools that provide after-school, early morning or lunch-time sport and physical activities

All citizens, including students and athletes, have affordable access to well-maintained, equipped and resourced community and school facilities (community use of schools – school use of community facilities).

A comprehensive Provincial infrastructure development plan, based on substantiated long-term community needs has been developed.

There is capacity to translate necessary sport documents into, and deliver programs in, the official language of participants' choice.

New Brunswick Sport Plan Goals

The New Brunswick Sport Plan is designed to deliver on each of the four goals of the **Canadian Sport Policy** at each of the stages of **Canadian Sport for Life**.

Four Goals

The four goals of the Canadian Sport Policy provide the framework for the New Brunswick Sport Plan. Those four goals are:

- *Goal 1: Enhanced Participation*
- *Goal 2: Enhanced Excellence*
- *Goal 3: Enhanced Capacity*
- *Goal 4: Enhanced Interaction*

Each of these Goals, in turn, is presented in 5 stages:

Statement of major and subsidiary goals

Strategic approaches to achieving goals

Action items

Agency with lead responsibility, and

Measures of success

Goal 1 — Enhanced Participation

Increase the number of New Brunswick citizens participating in sport for health and social benefits

Sub-goals

1.1 - Increase the percentage of the population sufficiently engaged in sport to achieve health benefits.

1.2 - Increase participation by under-represented groups*.

1.3 - Increase Masters' level competitive opportunities in all sports.

Our Strategic Approach	*Action Items*	*Lead Agency Responsibility*
❶ Increase Participation Funding	1. Increased funding for Provincial Sport Organizations with accountability for using those funds to increase participation; and link funding to implementation of Long-term Athlete Development programs that support retention of athletes and transfers between sports.	Wellness, Culture and Sport
	2. Provide higher levels of funding to Regional organizations to be used to increase participation through clubs and programs that meet local needs.	Wellness, Culture and Sport
	3. Review the funding and accountability framework for Provincial Sport Organizations and clubs to reward those that increase participation (a) overall, and (b) under-represented groups.	Wellness, Culture and Sport
	4. Develop support for delivery of multi-sport opportunities for children from Active Start to Learn to Train through sport, municipal recreation and community recreation groups.	Wellness, Culture and Sport /Sport New Brunswick/Recreation New Brunswick
	5. Make long-term commitment to support the development of capacity in Aboriginal communities for the provision of sport opportunities.	Wellness, Culture and Sport
❷ Increase opportunities to participate in quality programs	6. Provincial Sport Organizations develop and implement introductory programs designed for older adults	Provincial Sport Organizations
	7. Create a working group of Wellness, Culture and Sport, pre-school operators, and other branches of government responsible for early childhood education, to develop and implement a voluntary "Active Start" recognition program for pre-schools that deliver sufficient quality activity for their children.	Wellness, Culture and Sport

*See note on under-represented groups, Appendix C

Our Strategic Approach	Action Items	Lead Agency Responsibility
❷ Increase opportunities to participate in quality programs (continued)	8. Engage the recreation sector and community recreation groups in determining how they can encourage and support *Canadian Sport for Life* principles within new and existing programs.	Recreation New Brunswick
	9. Create a task force with the Department responsible for Tourism to establish guidelines and programs to support participatory sport tourism at the local, regional and provincial level.	Wellness, Culture and Sport /Tourism/ Recreation New Brunswick
	10. Engage Department of Social Development and National and Provincial organizations to increase funding for programs that encourage and support underprivileged groups, especially youth, to participate in sport.	Wellness, Culture and Sport /Sport New Brunswick
❸ Improve access to appropriate facilities	11. Create a work group including the Department of Education, Department of Wellness, Culture and Sport, Sport New Brunswick, and municipalities to (a) review current implementation of community use of schools policy and school use of community facilities, (b) develop operational guidelines that hold designated personnel accountable for ensuring access, and, (c) develop a Province-wide solution to the problems of insurance coverage, community use of school equipment, and janitorial costs.	Community Non-Profit Organizations Secretariat
❹ Increase awareness of benefits of and opportunities for participation	12. Contract for the development of social marketing campaigns to build on "Get Wellness Soon" with focus on educating new parents about the importance and value of activity for themselves, and for their children (especially young children).	Wellness, Culture and Sport

Measures of Success: Enhanced Participation

1. *Provincial Sport Organizations and municipalities track the number of participants in sport and recreation programs.*
2. *Number and location of participants from under-represented groups.*
3. *Good practices related to increasing participation are recorded and shared.*
4. *Increased awareness of the benefits of physical activity.*

Goal 2 — Enhanced Excellence

Improve New Brunswick's High Level Sport Performance

Sub-goals

2.1 - Place more New Brunswick athletes on National Teams.

2.2 - Increase the number of athletes who are successful internationally.

2.3 - Improve New Brunswick's standings at Canada Summer and Winter Games.

2.4 - Increase the number of coaches named as National Team Coach or Assistant Coach.

2.5 - Increase the number of officials, working at National and International events.

2.6 - Increase the number of sport administrators elected or appointed to National or International organizations.

Our Strategic Approaches	*Action Items*	*Lead Agency Responsibility*
❶ Increased funding for athletes, coaches and programs	1. Develop a seamless and comprehensive athlete assistance program that provides appropriate levels of support to athletes from the Olympic level to Canada Games medal prospects that will result in greater success at all levels. In addition, develop and incorporate a New Brunswick "Excellence Fund" (suggested $125,000 per year) to assist top athletes, coaches and administrators move from the Provincial to National or International level (maximum per person of $12,500 per year for up to 4 years).	Wellness, Culture and Sport/ Canadian Sport Centre Atlantic
	2. Support Provincial Sport Organizations and clubs to deliver Long-term Athlete Development programs at the Train to Train, and Train to Compete stages, and, if appropriate, at the Train to Win stage.	Wellness, Culture and Sport
	3. Meet with the Department of Finance to identify, and lobby for, tax options that would support sport excellence.	Sport New Brunswick/ Canadian Sport Centre Atlantic
	4. Develop and implement a program to advance the public presentation skills of high performance athletes, and enable them to make effective presentations to school and business groups, for which they would receive honoraria.	Canadian Sport Centre Atlantic
❷ Regional Centres of Excellence	5. Investigate the potential for the creation of Centres of Excellence in selected sports. Such Centres to provide professional coaching in their target sport(s) and ancillary service support to non-target sports in the Centre's geographic location.	Canadian Sport Centre Atlantic

Our Strategic Approaches	Action Items	Lead Agency Responsibility
❸ System alignment	6. Create a task force from Wellness, Culture and Sport, Sport New Brunswick and the Department of Education to investigate and make recommendations concerning the establishment of Sport Schools based on the Sport Étude model in Quebec.	Wellness, Culture and Sport/Education/ Sport New Brunswick
	7. Strike a committee to undertake (or oversee external contractor) a review of the place, alignment and value of all multi-sport games supported by the Province.	Sport New Brunswick/Wellness, Culture and Sport
	8. Expand opportunities to participate in multi-sport technical education sessions to provide cutting edge sport science and coaching information.	Sport New Brunswick/ Canadian Sport Centre Atlantic/Centre for Coaching Education
	9. Meet with Sport Science Deans and Directors of New Brunswick Universities to further develop sport-science support for high performance sport, and undertake sport science research of use to New Brunswick athletes/sports. Investigate with Deans and Directors the potential for remote access to sport science expertise, particularly for Centres of Excellence.	Canadian Sport Centre Atlantic
❹ Increase the profile of high performance sport	10. Profile and celebrate, both locally and Provincially, the success of New Brunswick's developing and top; athletes, coaches, officials and administrators.	Wellness, Culture and Sport/Clubs/ Provincial Sport Organizations/ Sport New Brunswick/ Canadian Sport Centre Atlantic/ Centre for Coaching Education

Measures of Success: Enhanced Excellence

1. *Number of New Brunswick athletes on national teams.*
2. *Number of New Brunswick athletes winning international events.*
3. *Performance of New Brunswick at Canada Games based on Flag points.*
4. *Number of New Brunswick high-performance athletes training in the Province.*
5. *Number of coaches named as Coach or Assistant Coach of national teams.*
6. *Number of New Br nswick officials working at national or international events.*
7. *Number of New Brunswick administrators elected or appointed to national or international sport governing bodies.*

Goal 3 — Enhanced Capacity

Improving human resources and infrastructure

Sub-goals

3.1 - Adequate funding for sport is guaranteed.

3.2 - Provincial Sport Organizations have enhanced capacity to service their members in all regions of the Province.

3.3 - Municipalities have increased capacity to provide sport opportunities for local citizens.

3.4 - Increased number of Trained and Certified coaches in all regions of the Province.

3.5 - Improved translation services to sport organizations.

3.6 -Greater professionalism in the management of Provincial Sport Organizations developed through career training.

3.7 - Region specific programs of Human Resource development in place to meet Regional needs.

3.8 - Provincial Sport Tourism and Hosting Policy in place.

3.9 - Creation of a map-based provincial facility database to provide accurate and timely information for the planning of facilities.

3.10 - A Provincial recreation and sport infrastructure renewal and development plan in place.

3.11 - Increase capacity for provincial and regional groups working with under-represented populations to provide sport and physical recreation programs.

3.12 - Develop a Coaching Assistance Program to support the employment of coaches for the delivery of quality programming and development of fellow coaches.

Our Strategic Approaches	*Action Items*	*Lead Agency Responsibility*
❶ Investment in capacity/ funding	1. Initiate discussion with the Department of Finance about dedicating core sport funding, and sustained flow of funding from lottery to sport and recreation, (Similar to Ontario/BC/Nova Scotia).	Wellness, Culture and Sport
	2. Implement multi-year funding agreements with provincial sport and recreation organizations	Wellness, Culture and Sport
	3. Develop budget for additional full and part-time support staff for Provincial Sport Organizations to enable Provincial Sport Organizations to better service their members in all regions of the Province, and substantially increase the funds available for Human Resource development at the Regional level.	Wellness, Culture and Sport
	4. Develop a program, in collaboration with municipalities and Local Service Districts, to permit cost-shared employment of recreation professionals for a period up to 5-years; to develop and deliver local sport and recreation programs.	Wellness, Culture and Sport/Municipalities/ Local Service Districts

Our Strategic Approaches	*Action Items*	*Lead Agency Responsibility*
❶ Investment in capacity/ funding (Cont.)	5. Initiate discussions with Department of Local Government to investigate and make recommendations concerning the concept of funding Rural Recreation Commissions through taxation.	Wellness, Culture and Sport/Local Government
	6. Increase support for leadership development in communities and organizations serving under-represented groups.	Wellness, Culture and Sport/Centre for Coaching Education
	7. Increase support for sport and recreation opportunities for underprivileged populations.	Wellness, Culture and Sport/Agencies serving underprivileged populations
❷ Human Resource Development	8. Appoint a committee to evaluate and make recommendations concerning existing and future sport-administrator education and training.	Sport New Brunswick
	9. Support development of leadership in community and recreation organizations for programs to develop fundamental movement skills and physical literacy.	Sport New Brunswick/Recreation New Brunswick/Centre for Coaching Education
❸ Policy Development	10. In collaboration with the Department of Tourism and Parks, develop and implement sport tourism and event hosting policies.	Wellness, Culture and Sport/Tourism and Parks
❹ System alignment	11. Appoint committee to investigate current coach education delivery, including the mandate and role of the Centre for Coaching Education; and to make recommendations concerning optimal delivery of coach education in the Province: in both official languages, in high school, post secondary institutions and the sport system.	Wellness, Culture and Sport/Centre for Coaching Education
	12. Engage a consultant to oversee the creation of a map-based recreation and sport facility database, and criteria for consideration before Government funding is allocated for sport/recreation facility construction/renovation.	Wellness, Culture and Sport/Recreation New Brunswick
	13. Determine the optimal structure and operation of enhanced translation services to enable Provincial Sport Organizations to provide better service to their members in the members' language of choice.	Wellness, Culture and Sport/Sport New Brunswick

Measures of Success: Enhanced Capacity

1. *Government investment in sport.*
2. *Annual revenues and expenditures of Provincial Sport Organizations.*
3. *Number of Provincial Sport Organizations that have professional full-time and part-time staff.*
4. *Number of recreation professionals working for local service districts and municipalities.*
5. *Number of professional staff working for regional sport associations.*
6. *Number of coaches trained and certified in the Province each year.*
7. *Number of professional and semi-professional coaches working in the Province.*
8. *Number of people successfully completing sport management training courses/events.*
9. *Sport Tourism and Hosting Policies in place.*
10. *Completion of GIS based facility database for the Province.*
11. *Approval of Provincial recreation and sport infrastructure renewal and development plan.*
12. *Reported support ($) for disadvantaged children and youth to take part in sport.*
13. *Satisfaction with Wellness, Culture and Sport services as measured by annual Provincial Sport Organization survey.*

Goal 4 — Enhanced Interaction

Working collaboratively to improve sport

Sub-goals

4.1 - Greater collaboration and more partnerships between sport organizations.

4.2 - Closer collaboration and cooperation between Provincial Sport Organizations, sport clubs, and municipal recreation in the utilization of facilities.

4.3 - Health organizations and sport working more closely together to improve levels of physical activity in the Province through engagement in sport.

4.4 - Greater harmonization of existing programs and services.

4.5 - Have a "single point of contact" for Provincial Sport Organizations to obtain information on all Government programs which they could utilize to advance their sport and enhance participation.

4.6 - Greater collaboration between sport, municipal recreation, education and community recreation groups in the delivery of multi-sport fundamental movement skills programs to young children.

4.7 - Greater collaboration between physical education and sport programs.

4.8 - Agreements in place between Provincial Sport Organizations and New Brunswick Interscholastic Athletic Association to harmonize programs and seasons.

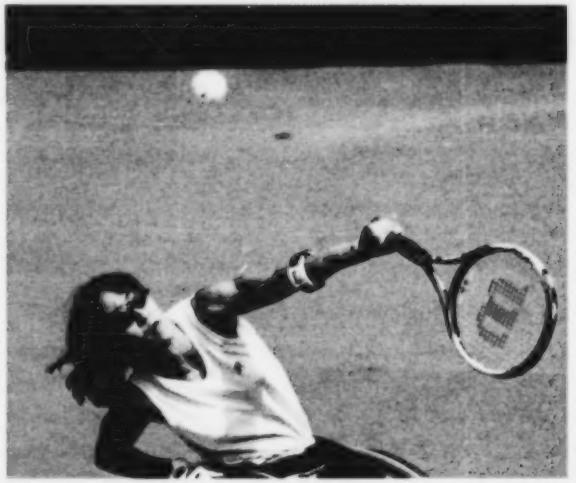
Our Strategic Approaches	*Action Items*	*Lead Agency Responsibility*
❶ Collaboration	1. Provide seed funding to sports, municipalities and community groups that collaboratively organize and run multi-sport fundamental movement skill programs.	Wellness, Culture and Sport
	2. Task Regional Consultants with organizing and facilitating inter-sport meetings within Regions at least twice per year.	Wellness, Culture and Sport
	3. Create an ongoing forum for discussion between Provincial Sport Organizations, clubs, community recreation groups, and municipal facility providers.	Sport New Brunswick
	4. Work with the Department of Education to explore ways to effectively utilize community coaches and leaders to enhance school based programming.	Sport New Brunswick/Education
	5. Facilitate initial meeting between Provincial Sport Organizations with school sport programs and the New Brunswick Interscholastic Athletic Association to discuss alignment of programs and seasons. Tie PSO and New Brunswick Interscholastic Athletic Association's funding (via respective Departments) to having signed agreements in place to harmonize offerings.	Sport New Brunswick/Wellness, Culture and Sport

Our Strategic Approaches	Action Items	Lead Agency Responsibility
❷ System improvement	6. Undertake research to identify all Government programs that could be of assistance to sport and recreation organizations in the province, and designate a single person at Wellness, Culture and Sport to keep Provincial Sport Organizations, municipal recreation, community organizations and sport clubs informed, and respond to inquiries.	Community Non-profit Organizations Secretariat
	7. Task Provincial and Regional Consultants with enhancing contacts with health professionals to develop and align programs and other initiatives.	Wellness, Culture and Sport
	8. Create a multi-party forum that brings Wellness, Culture and Sport, Health, Sport New Brunswick, and Recreation New Brunswick together to plan joint approach to increasing physical activity through sport and recreation.	Sport New Brunswick
	9. Better integration of government, Sport New Brunswick, Recreation New Brunswick and Provincial Sport Organizations' web sites, for the sharing of information.	Sport New Brunswick

Measures of Success: Enhanced interaction

Establishment of collated repository of information related to Government programs useful to sport, with designated point of contact.

1. *Number of multi-sport fundamental movement skills programs in Province.*
2. *Higher rates of facility utilization.*
3. *Number of multi-sport regional meetings held.*
4. *Number and extent of joint programs with health*
5. *Number of sport specific agreements in place between Provincial Sport Organizations and New Brunswick Interscholastic Athletic Association.*



Funding Issues

The significant changes to the sport system outlined in this plan cannot be achieved within the current fiscal envelope. It is also clear that marginal increases in funding will have little, if any, measurable impact on either population health or sport performance.

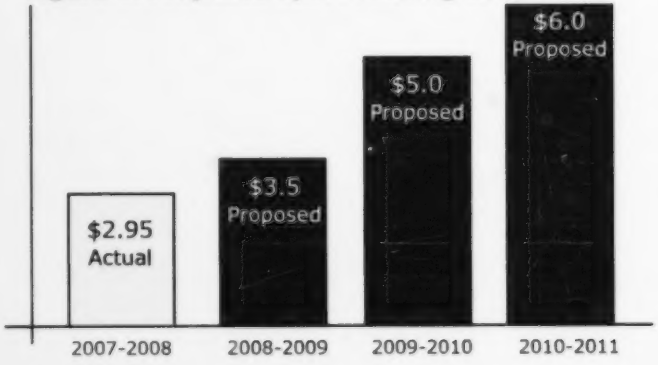
What is called for is a substantial investment in sport.

This report recommends that the Government of New Brunswick make a multi-year commitment to increase annual sport funding to a level equivalent to the funds expended in one day on health care. In 2007-08 dollars this is approximately $6.0 million per year. It also calls for the cost-benefit imbalance issue to be addressed. It is likely that the sport system is not yet prepared to handle a sudden massive influx of funding. For this reason the fiscal goal of allocating to sport (per year) what is spent on health per day should be phased in over 2-3 years: reaching the target of $6.0 (2007 dollars) million per year by fiscal 2010-2011 for sport operational activities in the Province. This amount does not address the large capital and infrastructure needs of the recreation and sport system.

If a three-year phase-in is implemented, the following is recommended:

1. *Fiscal 2008-2009: $3.5 million budget recommendation, with additional funding allocated to (a) additional human resources to assist Wellness, Culture and Sport and Sport New Brunswick undertake extensive operational planning, and (b) provide some additional support to Provincial Sport Organizations, and (c) the Province's High Performance athletes, and (c) coaches, officials and administrators.*
2. *Fiscal 2009-2010: $5.0 million budget recommendation to help with implementation of operational plans developed in 2008-2009. Other priorities (a) Launch of Athlete, Coach and Administrator Assistance programs and, (b) Substantial increase in support to Provincial Sport Organizations and regional organizations for capacity building and program implementation and support. Enhanced translation program in place.*
3. *Fiscal 2010-2011: $6.0 million budget recommendation for full implementation of operational plans, and assistance programs. First Centre of Regional Excellence opened.*

Figure 4: Proposed Sport Funding 2008-2011



While new funding is important, funding alone will not optimally improve the New Brunswick sport system. Along with new funding must come new ways of operating. New collaborations will be required, and the system itself must look for ways to work

smarter, more effectively, more efficiently, and with more of a focus on the needs of the citizens of the Province. The use of resources, both fiscal and human needs to be maximized, while waste and duplication of effort must be aggressively reduced.

Infrastructure

New Brunswick is in the same situation as most other Provinces, with many of the sport and recreation facilities created through Centennial celebration projects are reaching the end of their useful life span. The extent of the sport infrastructure deficit in the Province has not been quantified - but is probably in the range of hundreds of millions of dollars.

While this sport plans recognizes the need for infrastructure renewal and facility development it is outside the scope of the plan to make specific recommendations. The Department of Wellness, Culture and Sport is encouraged to work with other branches and levels of Government to create a specific sport and recreation infrastructure funding program and investment guidelines to ensure a strategic approach to infrastructure development.

Summary and conclusions

A sound Sport Plan has the potential to both increase sport participation and sport excellence in the Province; but a plan without additional resources will remain just that - a plan. New guaranteed and sustained funding is required to permit the large number of New Brunswick volunteers who make up the backbone of the New Brunswick sport system to do their job. Sport can no longer be effectively delivered by volunteers alone, while an investment in supporting those volunteers will bring large fiscal and social returns.

With an aging population, rising health care costs, increasing obesity, and an epidemic of inactivity, the time is right to re-energize sport, and use it to meet societal and governmental goals.

A vibrant Province must be proud of its heritage and New Brunswick's sporting heritage is one that any citizen can view with pride. To create a sport system that future generations can look back on with pride requires new thinking, new collaborations, new partnerships, new initiatives, and new money; now. New money spent wisely on sport can help reduce health care costs while promoting the confidence in our young people to face their future. The amount of new funding required is substantial - but not large when compared to other government expenditures. The target is, that within three years, the annual investment in sport should be equal to the daily expenditure on health.

Just one day....

Section 3:
Appendices

Appendix A: Return on investment in sport

Appendix B: Details of the dates and locations of public consultations

Appendix C: A description of those segments of the population that are under-represented in sport participation

Appendix A: Return on investment in sport (Individuals)

Area of Benefit	Strength of Evidence	Specific benefit	References	Amount saved per $1.00 invested
Health (Physical)	Strong and consistent	Reduced deaths from stroke and heart attack Reduced type II diabetes Reduced breast, colon and rectal cancer Lower blood pressure Stronger bones, muscles and joint Reduced injury from falls in older adults Reduced gall bladder disease Reduced teen pregnancies	1 ,2, 3, 4, 9,1 0, 11, 12, 13, 33, 34, 35, 36, 40,41, 42	Between $1.75 and $3.75 See note 1, page 30
Health (Mental)	Strong and consistent	Reduced anxiety Reduced depression Enhanced psychological wellbeing	8, 9, 15, 17, 18, 33, 35	Between $1.75 and $3.75
Personal growth	Strong and generally consistent	Enhanced teamwork Increased self-esteem, better body image Increased self-confidence Increased personal responsibility, better linking of effort and results Higher educational attainment	5,6,7,8,9,10,11,12,13,14,16, 40,41,42,43,44	Between $2.90 and $6.20 See notes 3, and 4, page 30
Personal economic benefit		Improved employment opportunities	8, 9, 15, 17, 18, 33,34, 35	Reduced personal health care costs of approximately $500/year. Absenteeism down 3.5-5 days per year.

Appendix A: Return on investment in sport (Communities)

Area of Benefit	Strength of Evidence	Specific benefit	References	Amount saved per $1.00 invested
Economic development	Moderately strong - with conflicting views related to major professional stadia	Sport Tourism Facility construction Employment opportunities, tax revenues Productivity gains, reduced absenteeism Increased tax base Reduced policing costs and vandalism repair Increased revenue from hotel/food/transportation Increased community profile	8, 19, 20, 21, 22, 23, 29	Considerable debate over economic impact v cost-benefit analysis. Net gains variable.
Community regeneration	Emerging evidence	Greater engagement of disadvantaged citizens Reduction in crime, and drug use/abuse Reduced vandalism	6, 14, 15, 16, 24, 25, 26, 30	Economic impact not well quantified. $3.00 to $40.00 in reduced incarceration
Community safety	Moderate evidence	More people on the streets Reduction in crime Reduced vandalism Reduced drug use	6, 14, 15, 16, 20, 24, 25, 26, 31, 37.	Wide range of estimates. $3.00 to $40.00 See note 2, page 30
Personal economic benefit		Improved employment opportunities		Reduced personal health care costs of approximately $500/year. Absenteeism down 3.5-5 days per year.

Appendix A: Sport participation benefits to the community (continued)

Area of Benefit	Strength of Evidence	Specific benefit	References	Amount saved per $1.00 invested
Environmental improvement	New area of research - with little economic information available	Changed commuting behaviour - greater use of walking/cycling	27, 28, 32	$1.65 to $13.40 reported for investment in trails
Social inclusion	Moderately strong	Engagement of "at-risk" youth Engagement of different ethnic groups Engagement of New Canadians Bridge gap between school and community Engage new citizens of the Province	6, 14, 15, 16, 24, 25, 26, 30, 31, 37, 38	Not well quantified

References

Benefits and return on investment in sport

Five to read:

If you only have limited time:

Surgeon General (1996) Physical Activity and Health. A report of the Surgeon General U.S. Department of Health and Human Services, Centers for Disease Control and Prevention.

A comprehensive review of the health benefits of physical activity and sport.

The Conference Board of Canada (2005). Strengthening Canada: The socio-economic benefits of sport participation in Canada: Skills benefit.

A good overview of the economic and skill benefits of sport to Canada.

Sport England and the Local Government Association (1999) Best Value Through Sport: The value of Sport to Local Authorities. Authors.

An overview of how sport can be used by local authorities to increase economic activity, social integration, and health.

Sport England. (2005). Sport playing its part: Executive summary. Author.

An overview of the contribution that sport can make in meeting the needs of children, improving health, and making safe and sustainable communities.

Central Council of Physical Recreation. (2002). Everybody wins: Sport and Social Inclusion. Author.

A summary document highlighting how sport can help government meet its objectives in the areas of education, health, crime reduction and social inclusion.

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Notes:

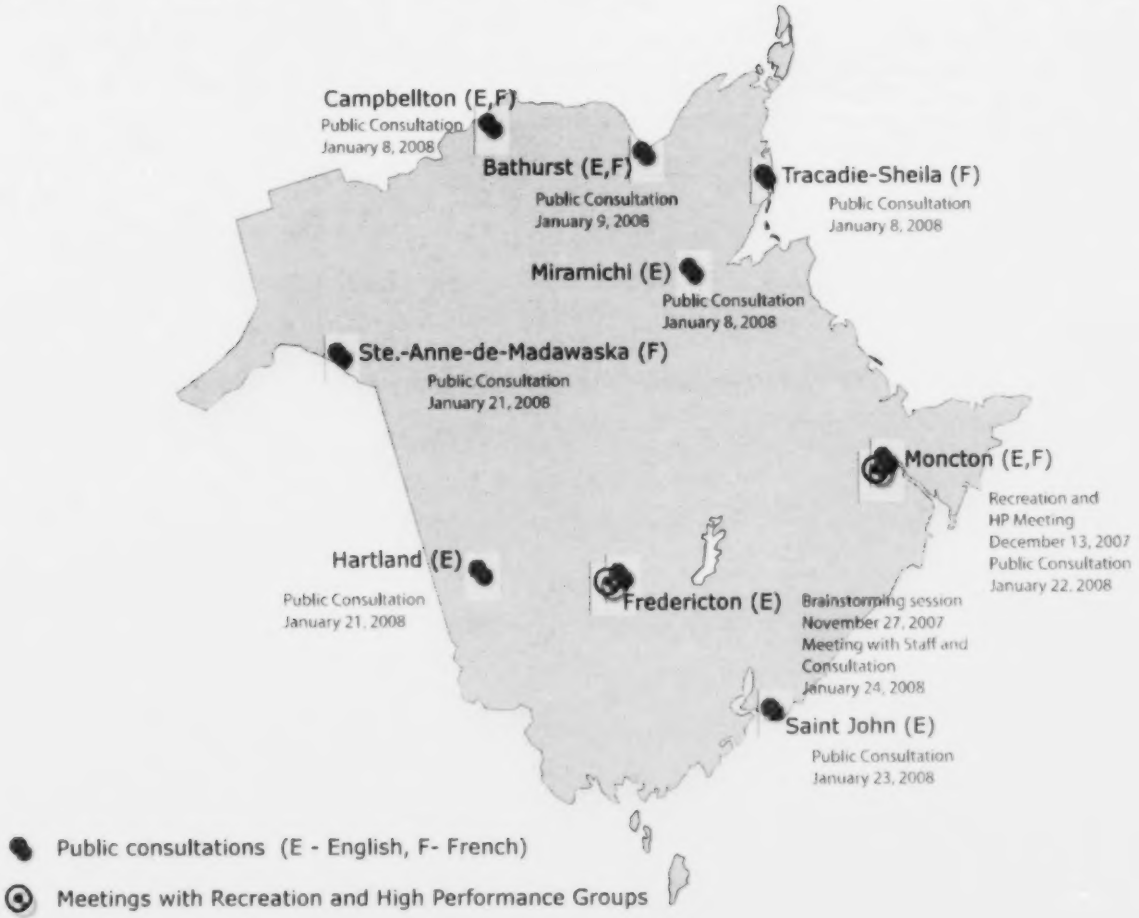
1 Economic impact of sport on health costs have been included in the "Benefits to the Individual" although those benefits also accrue to the community through lower overall health care costs.

2. Estimates of the return on investment for sport in the area of crime reduction vary greatly because of differences in how the costs associated with crime are calculated and whether costs of incarceration are included. Estimate of approximately $3 in savings for every $1 invested in sport is based on crime-reduction program costs from the United Kingdom and associated percentage reduction in crime rates applied to the cost of crime Canada.

3. Data on teen pregnancy and sport is inferential, with demonstrated reductions in number of sexual partners, fewer sexual episodes, later onset of sexual activity, and better use of sexual health services.

4. Relationship between sport involvement and academic attainment strongest for females and non-caucasian males.

Appendix B: Locations and Dates of Consultations



Appendix C: Under-Represented Groups

A lower percentage of certain segments of the population are engaged in sport and recreation than would be anticipated based on that segment's prevalence in the population of the Province.

Typically under-represented groups in sport have been:

Women and girls

Persons with a disability

The economically challenged

Disadvantaged youth

Older adults

New Immigrants

Aboriginal/First Nations citizens engage in sport and recreation less frequently than other members of society and appear to be more negatively impacted by lack of physical activity. For this reason they have been separated from other under-represented groups in recommendations of this Sport Plan to ensure that their unique needs are addressed.